



Public Service Commission
of Canada

Commission de la fonction publique
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Articulating Public Service Renewal Panel Discussion

Presentation to be delivered at the APEX Symposium

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Purpose

- Assess progress on the transformation of staffing and how this fits into Public Service Renewal.



Legislation

- *Public Service Modernization Act (PSMA)*
 - Major legislative change – Thirty years in the making.
 - Thrust of PSMA
 - Streamline staffing (*Public Service Employment Act*)
 - This legislation is key to modernizing the staffing regime, balancing flexibility with greater accountability



Legislation (cont'd)

- *Public Service Employment Act (PSEA)*
 - Did a lot of work up front
 - Focus on training and development
 - PSC's role shifts to overseeing staffing and providing discretionary services to managers
- Legislation was key first step
 - Extensive work also done on policies and procedures (regulations, frameworks, guidelines)





Public Service Modernization Act Implementation

- We are good at talking about policy and directional change – not so good at implementing.
 - Talk is easy – putting it in place takes long sustained effort
- We don't hear much about PSMA now – just renewal
- Preoccupations and directions of renewal are similar
 - Don't want to lose focus on PSMA
 - Gives us the necessary infrastructure
- PSMA is a necessary part of renewal



Public Service Modernization Act Implementation (cont'd)

- Proud of what we have done
 - Streamlined regulations, policies and guidelines
 - Provided training
 - Delegation
 - Accountability process
- But:
 - But question whether we have really changed the practice
 - Still struggling with definitions (abuse of authority) and application of concepts (notification in collective staffing)
 - Is practice really values based





Initial implementation of the *Public Service Employment Act*

- The PSEA came into force in December 2005.
- Prior to coming into force of new PSEA, PSC confirmed that:
 - Organizations in position to assume staffing delegation
 - Mandatory policies in place in all departments
 - Communication strategies in place in most departments



Initial implementation of the *Public Service Employment Act (cont'd)*

- Training strategies for managers and HR professionals implemented in larger organizations
- Delegation instruments signed with all 80 Deputy Heads, therefore able to exercise delegated authorities – and sub-delegate.
 - Delegation means that delegated managers are held accountable for your staffing decisions – staffing must be values-based



Modernizing recruitment

- Priority for the Clerk
- PSC services are discretionary
 - There to provide support
 - Transforming our services
 - Align/support needs
 - Support internal/external processes
 - Developing automated system
 - Carry out innovation and pilot
 - Support PSMA implementation



Unfinished Business...

- Good start – but not there yet.
- Planning is key to take full advantage of the new Act – integrate HR and business plans
- Ongoing leadership is required to fully implement the potential available through the new legislation.
- Change has to be embedded in practice.
- Use of recruitment flexibilities, non-advertised appointment processes, must respect values of fairness, access, transparency and representativeness.
- Need management engagement – led by Deputy Heads.





Leadership and recruitment

- Much of the leadership is in this room
- Senior executives in private sector spend 50% of their time on staffing
 - Is the public sector doing this?
 - Why not?
- This means investing time in recruitment, staffing, building teams – people.
- Can only succeed with your engagement

